



OUR NEW DIGITAL FACE

Rethinking Learning Tech in Today's Workplace

Axonify™





JD Dillon

Chief Learning Architect
Digital Workplace Strategist

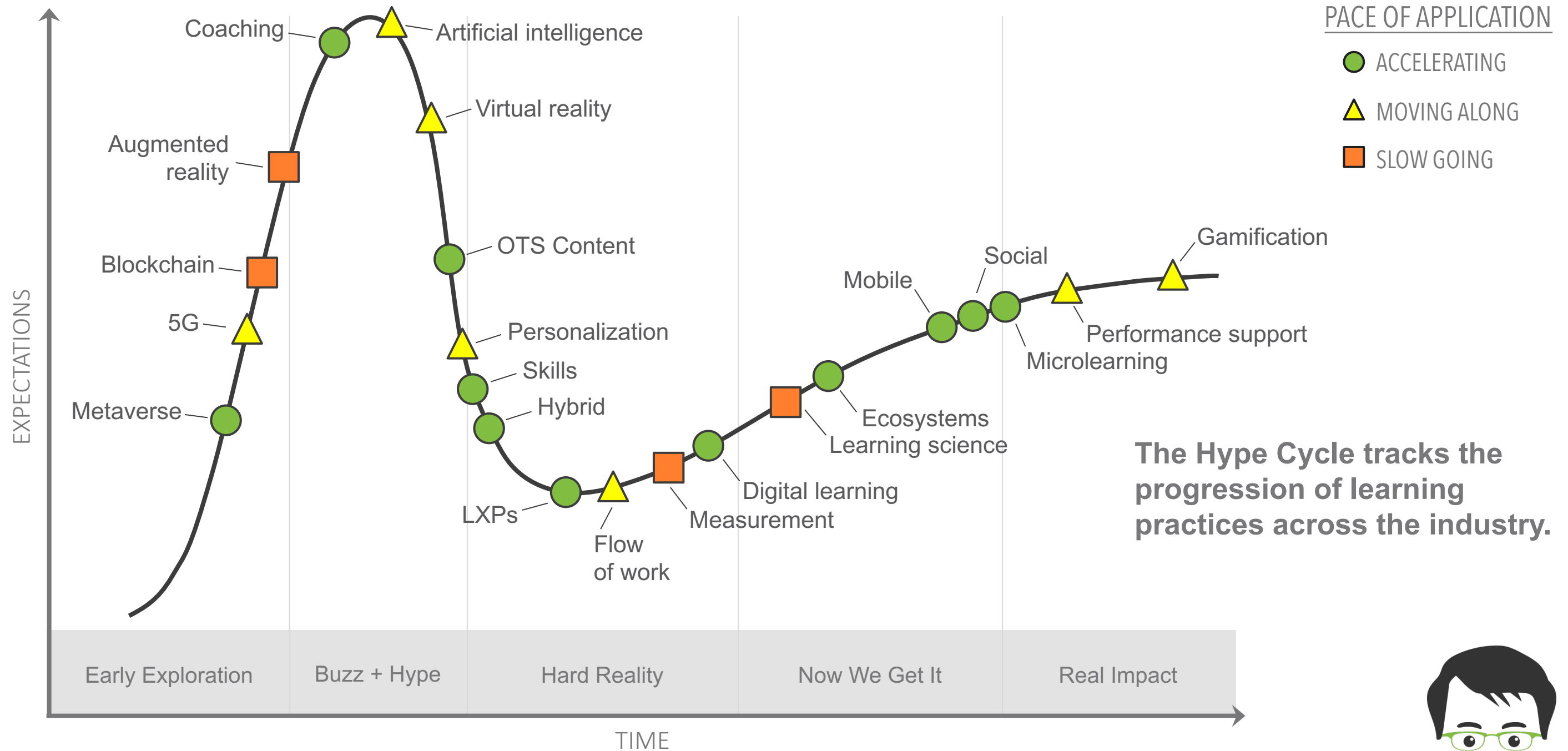
Axonify™



Technology is an **enabler**, not a solution.

LEARNGEEK HYPE CYCLE

Workplace Learning Practices – January 2022

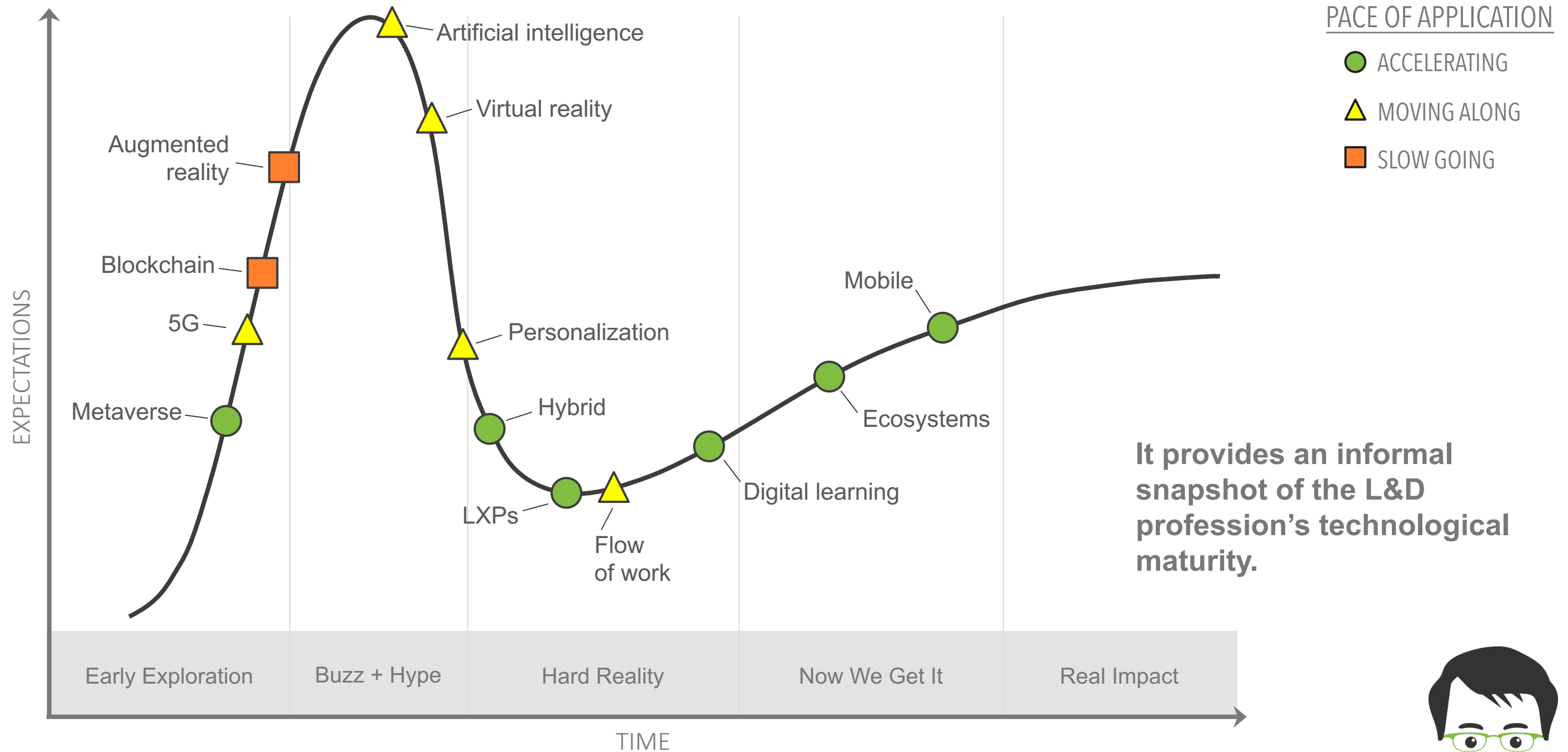


More details available online at LearnGeek.com/ld-hype-cycle



LEARNGEEK HYPE CYCLE

Workplace Learning Practices – January 2022

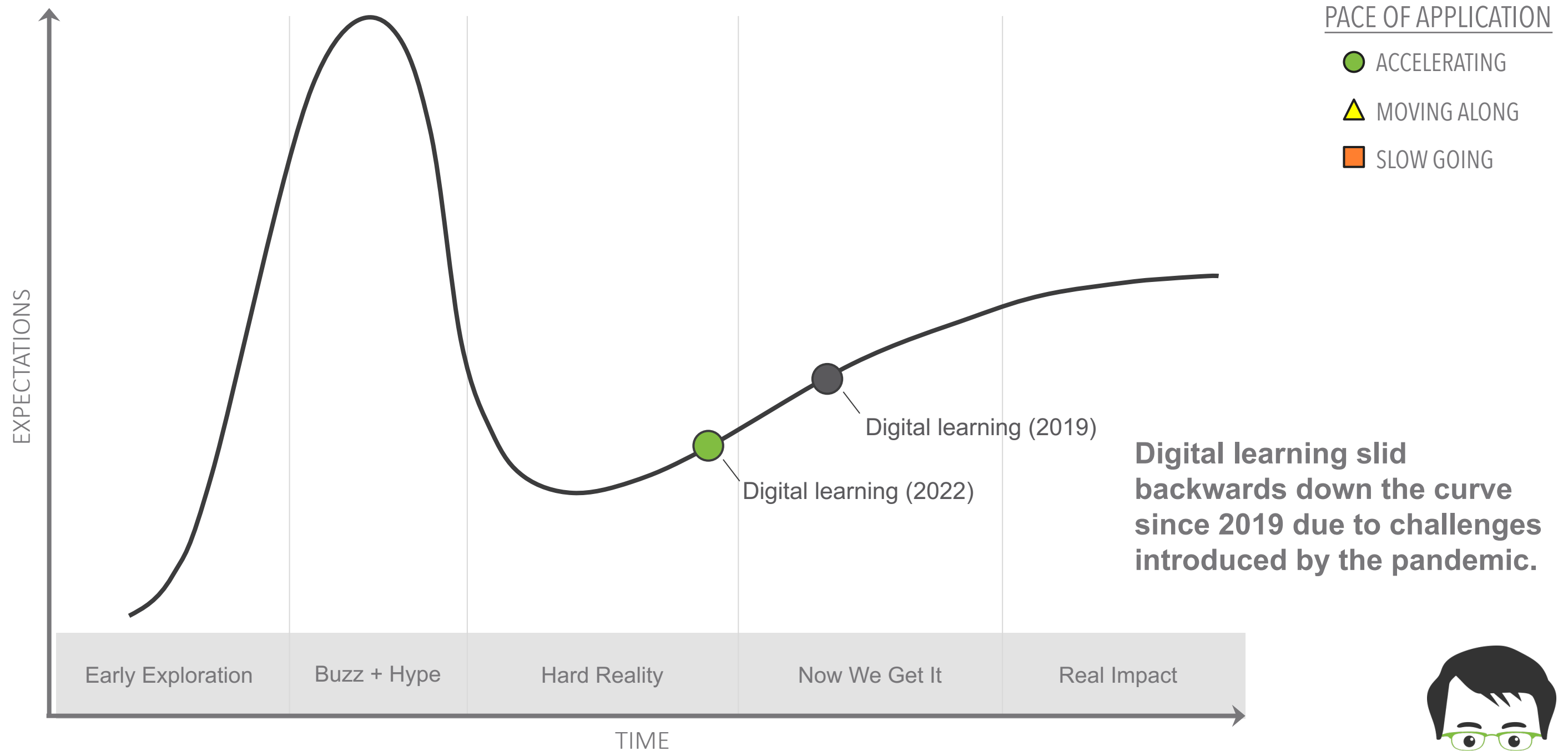


More details available online at LearnGeek.com/ld-hype-cycle



LEARN**GEEK** HYPE CYCLE

Workplace Learning Practices – January 2022



More details available online at LearnGeek.com/ld-hype-cycle





80.3% of formal learning hours were delivered digitally in 2020,
up from **56.1%** in 2019.

ATD 2021 State of the Industry Report

DIGITAL LEARNING NEWS

LearningTechNews.com

Your Source for the Latest in Learning Tech

June 2020

WORKERS MANAGE TO FIND LMS



135% increased logins



27.5 million working hours spent on learning

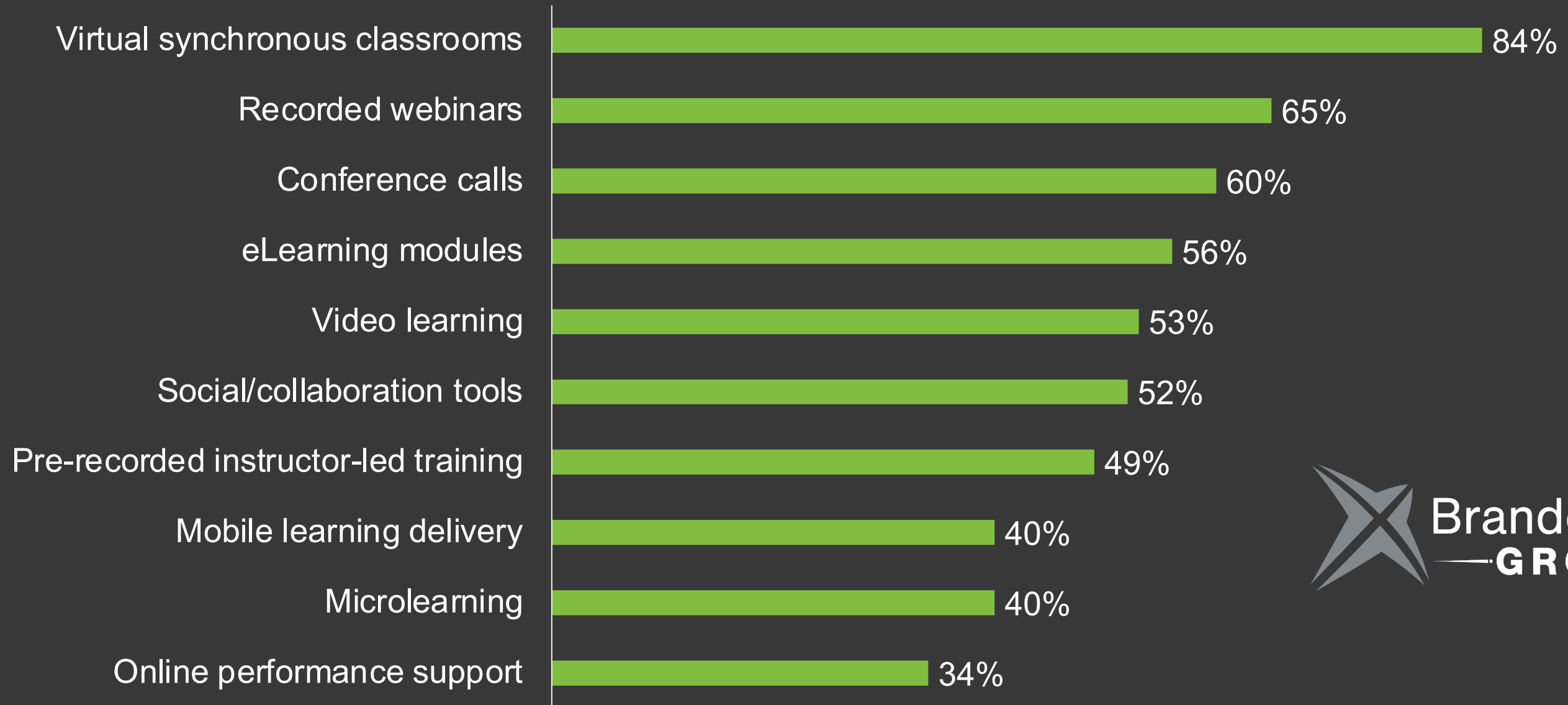


3x more mobile logins

An employee clicks through their company learning management system to figure out if any of the 30,000 available courses actually relate to their job. PHOTO: PURD HAPLEY

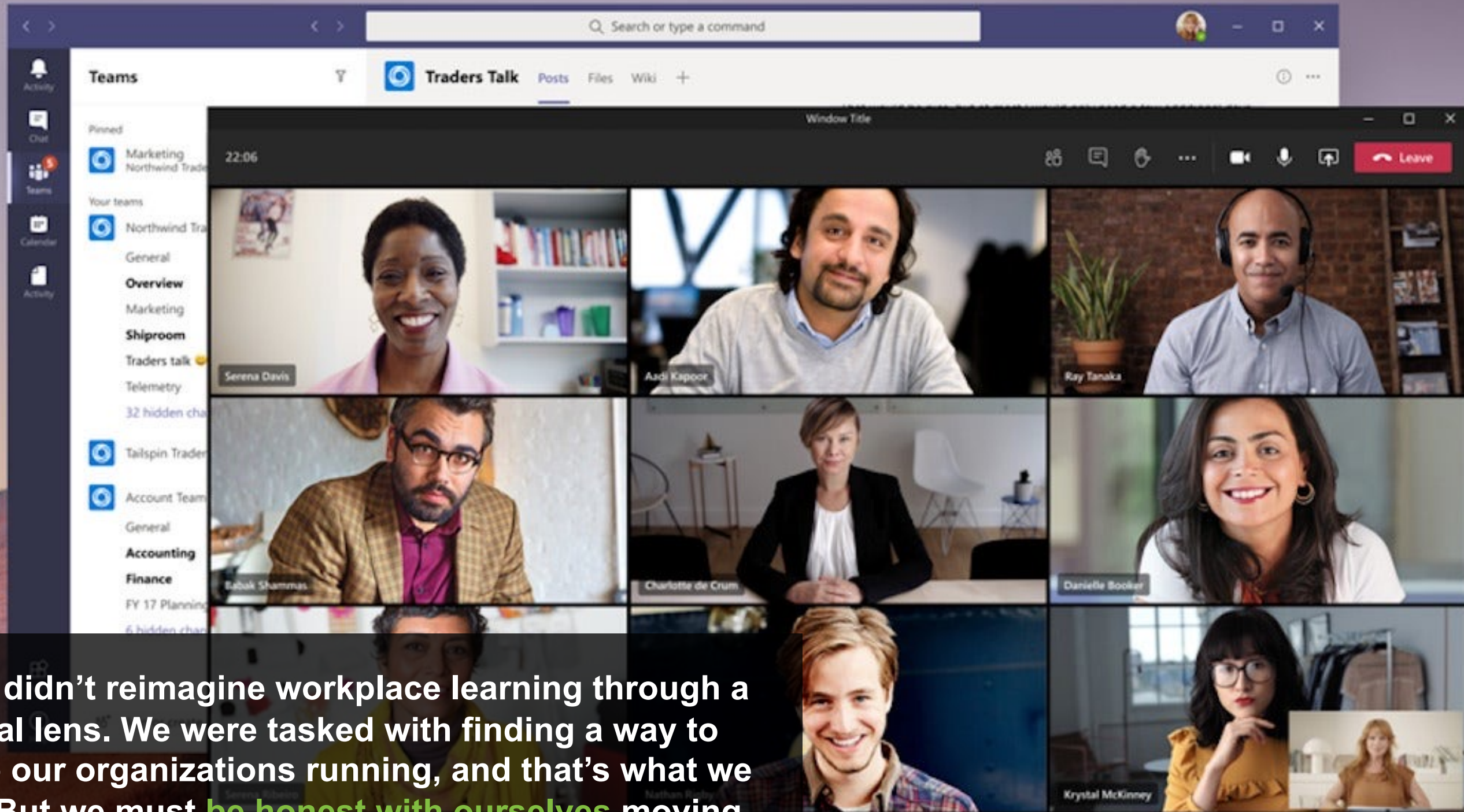
** Example LMS stats shared through press release in 2020.*

Learning Format Increases During Pandemic





Technology became a critical enabler as office-based employees shifted to working from home. But research shows that our increased reliance on technology **did not change foundational practices.**



L&D didn't reimagine workplace learning through a digital lens. We were tasked with finding a way to keep our organizations running, and that's what we did. But we must **be honest with ourselves** moving forward ...

Workplace learning did not **transform**.
It **moved** (for some people).

This is why we continue to see gaps in workplace learning capability ...



17%

of executives say employees
are very ready to adapt, reskill
and assume new roles.

Deloitte - 2021 Human Capital Trends Report

46%

of employees say their organizations have reduced upskilling and reskilling opportunities.

Degreed – The State of Skills 2021



Axonify™



L&D must step back, assess what we've learned over the past two years and **rethink the role technology should play** in modern workplace learning.

Why do organizations use technology
within their workplace learning experiences?



SPEED

Build and deliver solutions faster



Most learning tech strategies are based on 3 principles.



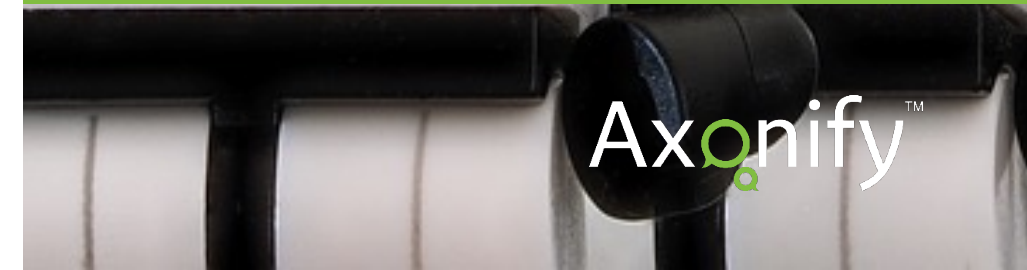
SCALE

Reach more people with less cost



CONSISTENCY

Deliver the same message every time



Axonify™

**Only 20% of employees
consistently walk
through the digital door.**





L&D cannot go back to the way we did things in 2019. The workplace has evolved. People's relationships with technology has changed. L&D must **advance our practices or risk falling behind.**



Modern Learning Organization Mindset

Make learning a critical part of **work(flow)**.

Take advantage of the full **ecosystem**.

Apply **data** to accelerate decision-making.

Provide a **personal** experience at scale.

Drive clear business **impact**.

Foster persistent organizational **agility**.

How can L&D leverage
modern digital capabilities
to deliver additional value
through technology?





CONTEXT

Fit learning and support into the everyday workflow

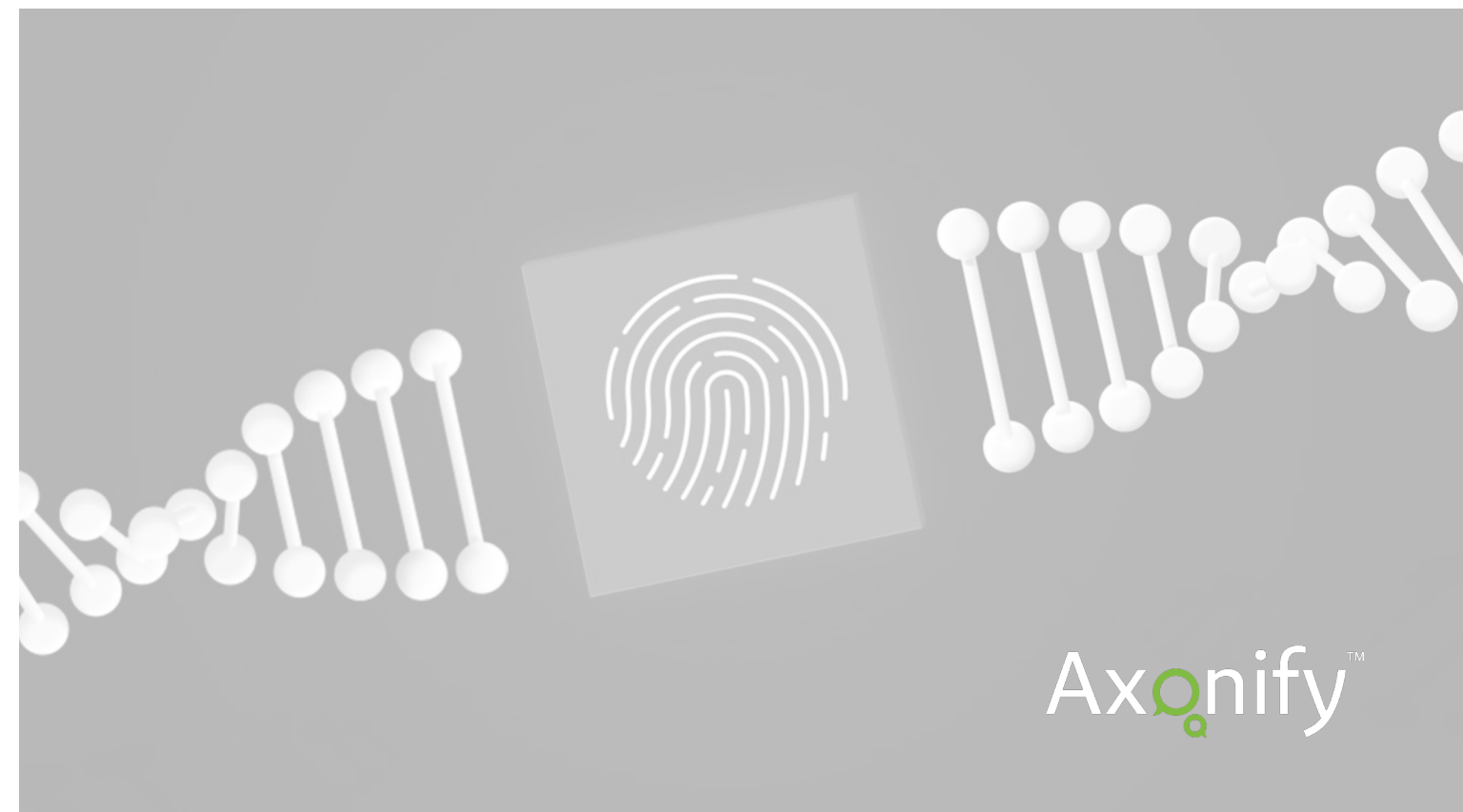
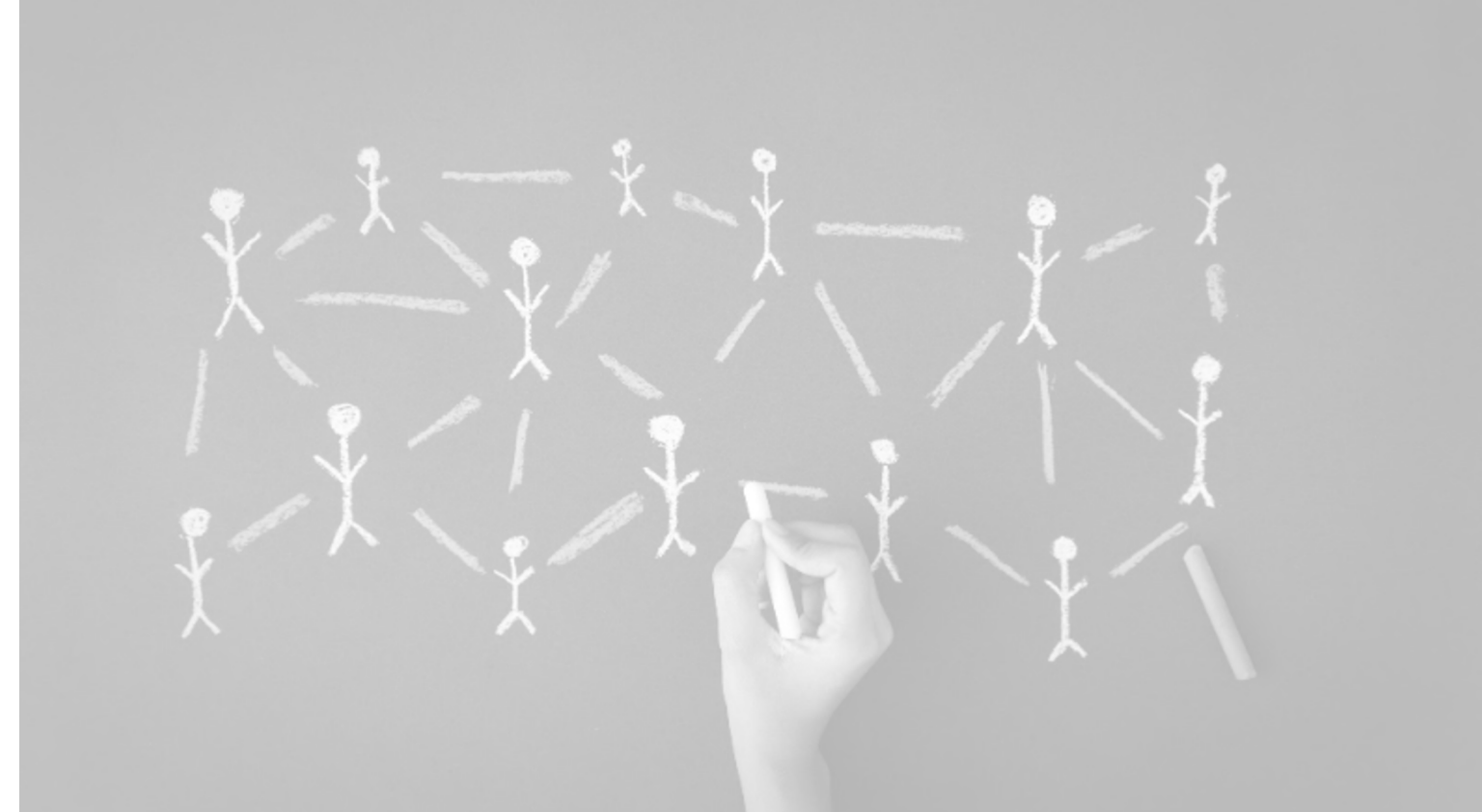
Equality



Equity



© 2017 Robert Wood Johnson Foundation.
May be reproduced with attribution.



Axonify™



**Knowledge and skill requirements are based on what you do.
How you learn is influenced by **how you work.****

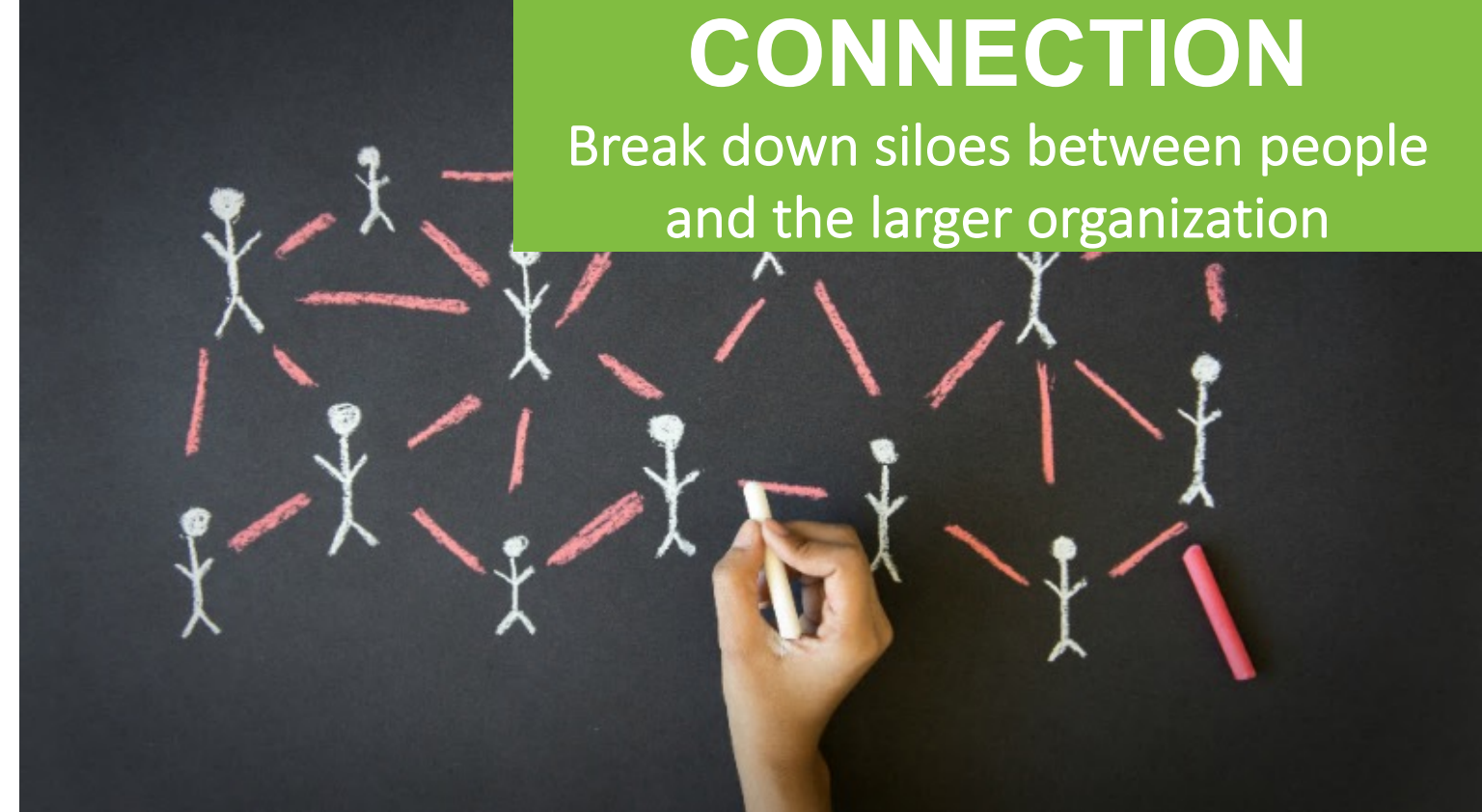
Persona Considerations

Function	Does this persona work independently or directly with customers and products?
Foundation	Was this persona hired based on a unique skillset or are they taught how to do the job?
Scale	Does this persona have a unique role or do many people do this kind of work?
Time	Does this persona control their schedule or is their workload heavily managed?
Location	Does this persona work in a specific location or are they distributed across many locations?
Access	Which devices are available to help this persona access learning and support resources?
Motivation	Is this persona primarily focused on building a career or meeting foundational needs?
Measurement	Are this persona's performance outcomes based on subjective or objective measures?



CONNECTION

Break down siloes between people and the larger organization



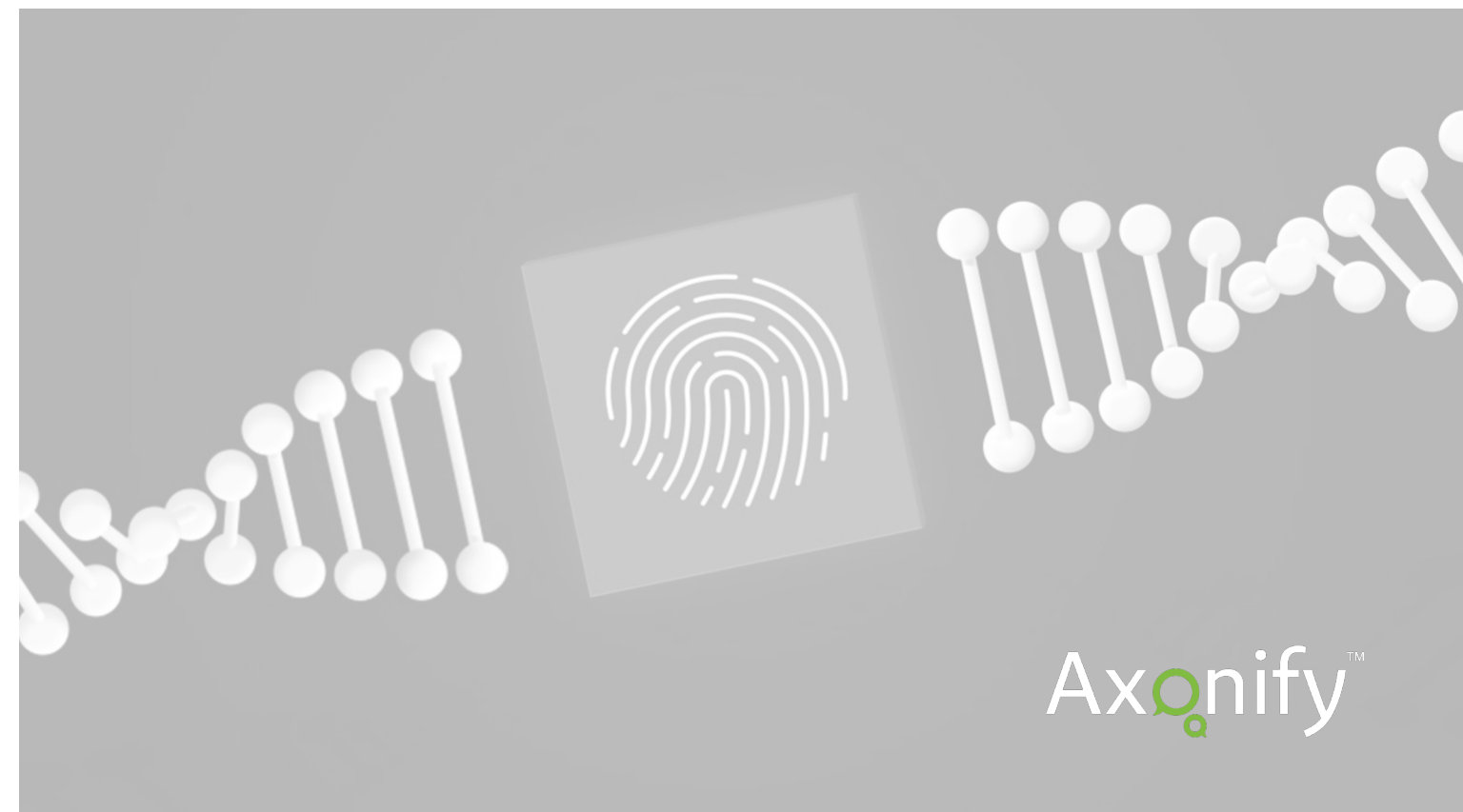
Equality



Equity



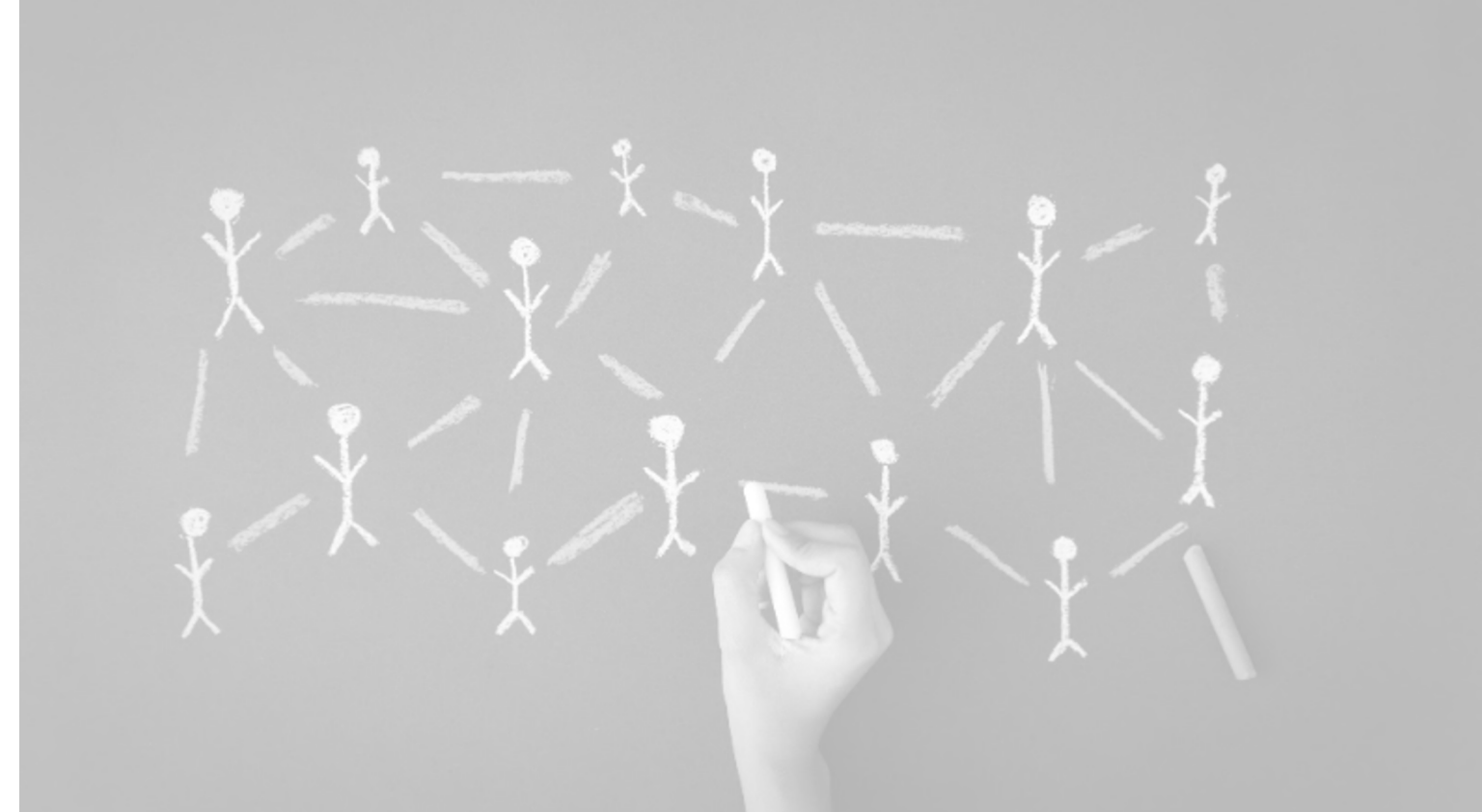
© 2017 Robert Wood Johnson Foundation.
May be reproduced with attribution.



Axonify™



Technology can make it easier to access and share information, but it can also **reinforce workplace siloes**. L&D must keep this in mind and break down organizational divides that inhibit performance.



Equality



Equity



© 2017 Robert Wood Johnson Foundation.
May be reproduced with attribution.

PERSONALIZATION

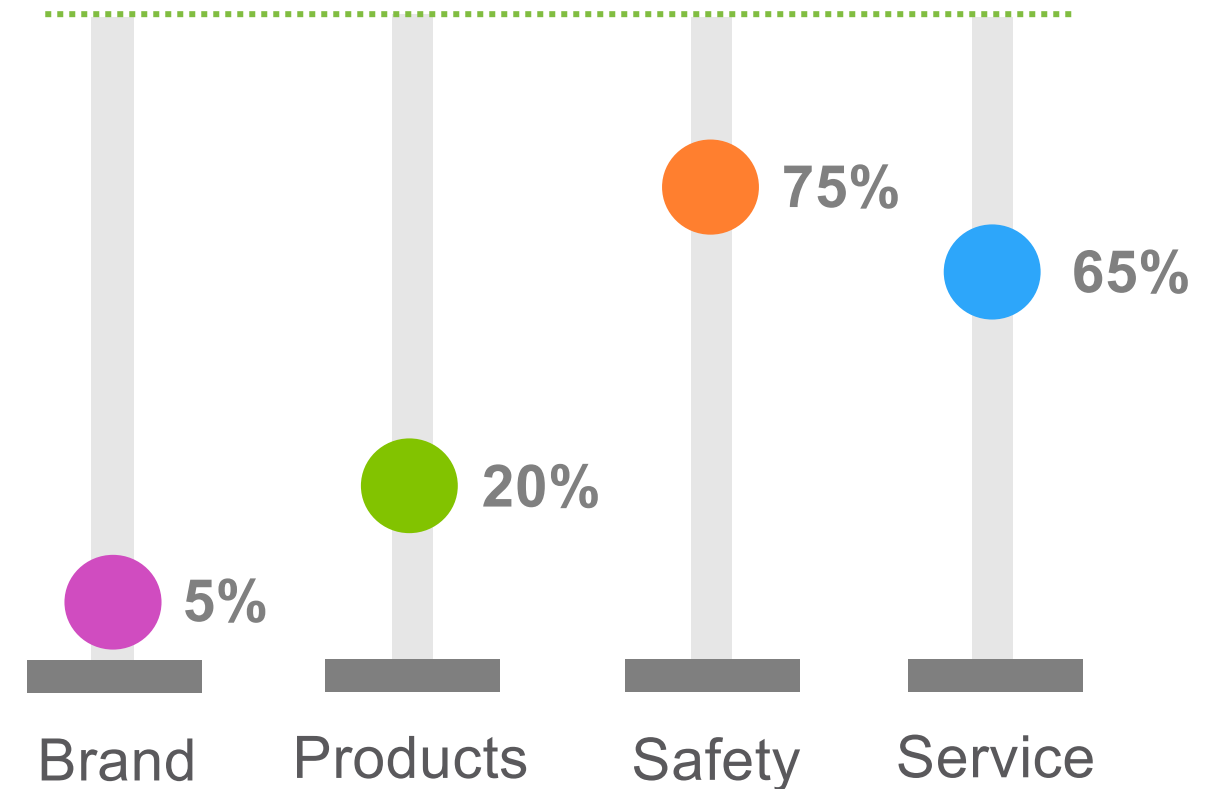
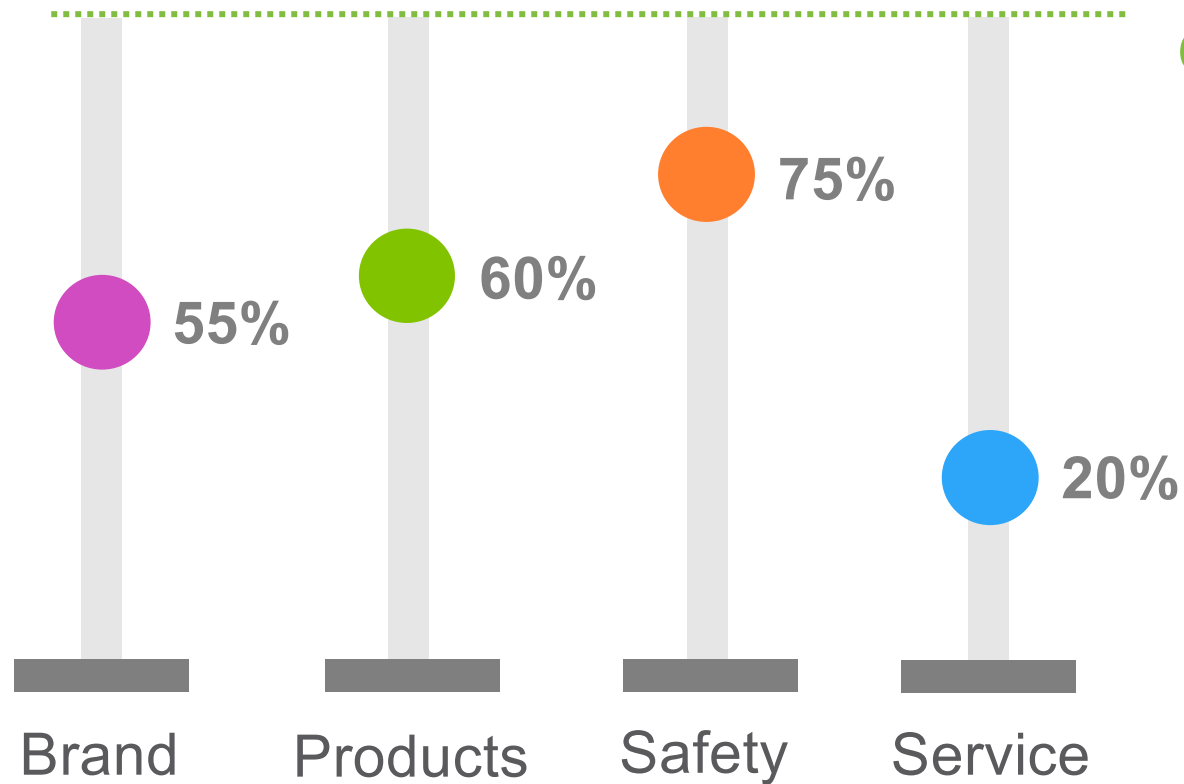
Provide the right support to the right person at the right time – at scale



Axonify™



SUSTAINED CAPABILITY



Right-fit technology is essential for meeting individual employee needs at the **pace and scale** of the modern workplace.

L&D must advance its **technology and data practices** to personalize the learning and support experience for every employee.

Adaptation

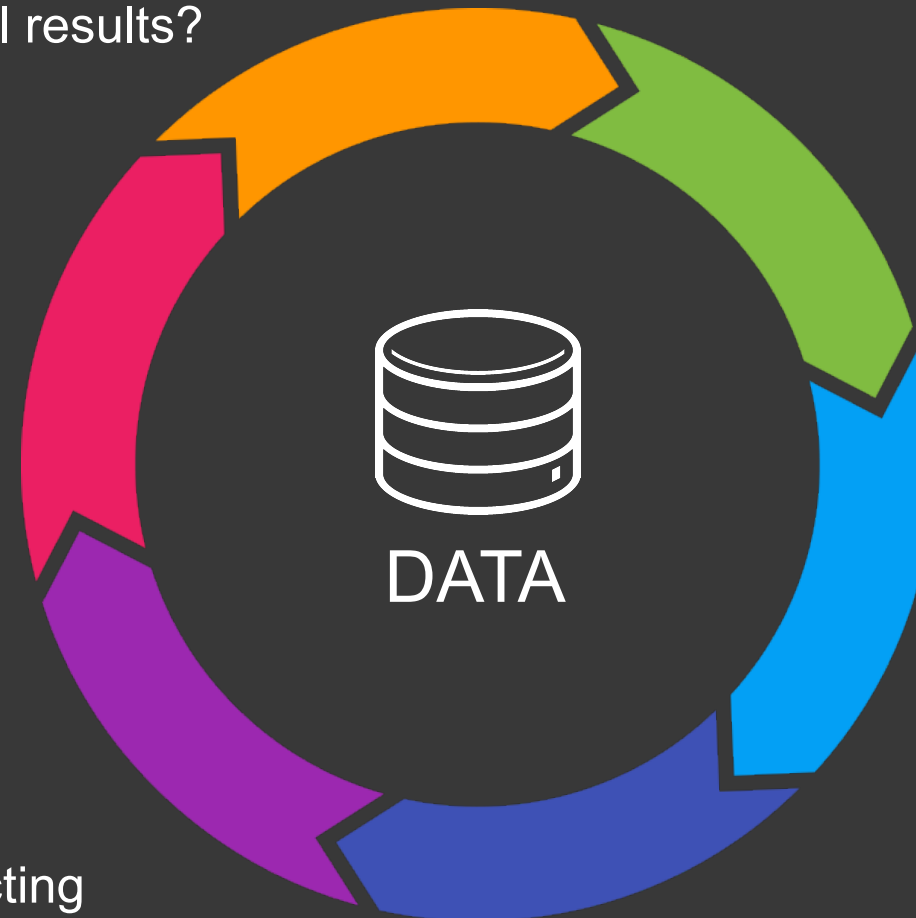
How can we continuously adapt our support tactics to ensure optimal results?

Prediction

How are we projected to perform in the future with our key business goals?

Outcomes

How is learning impacting business results and delivering ROI?



Engagement

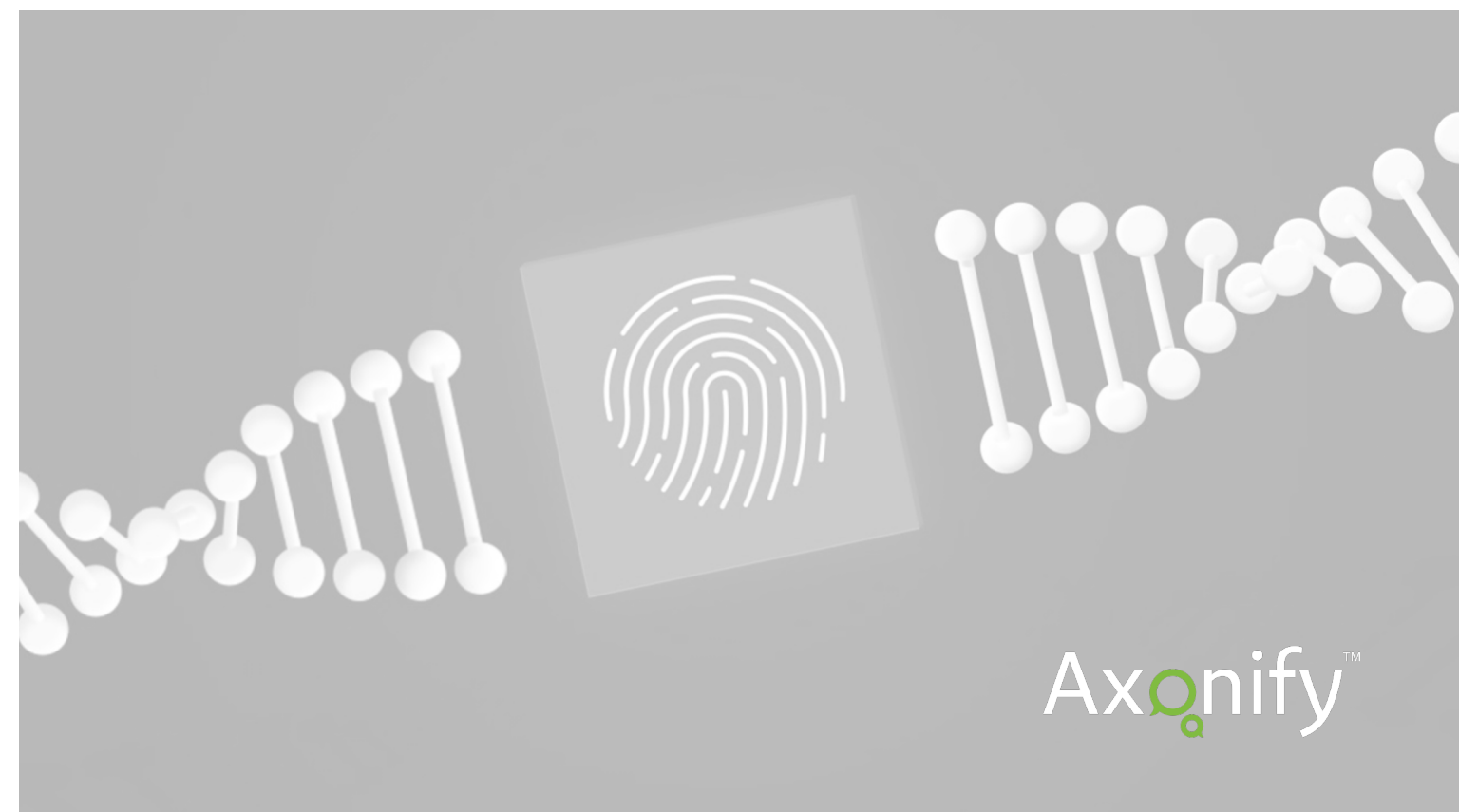
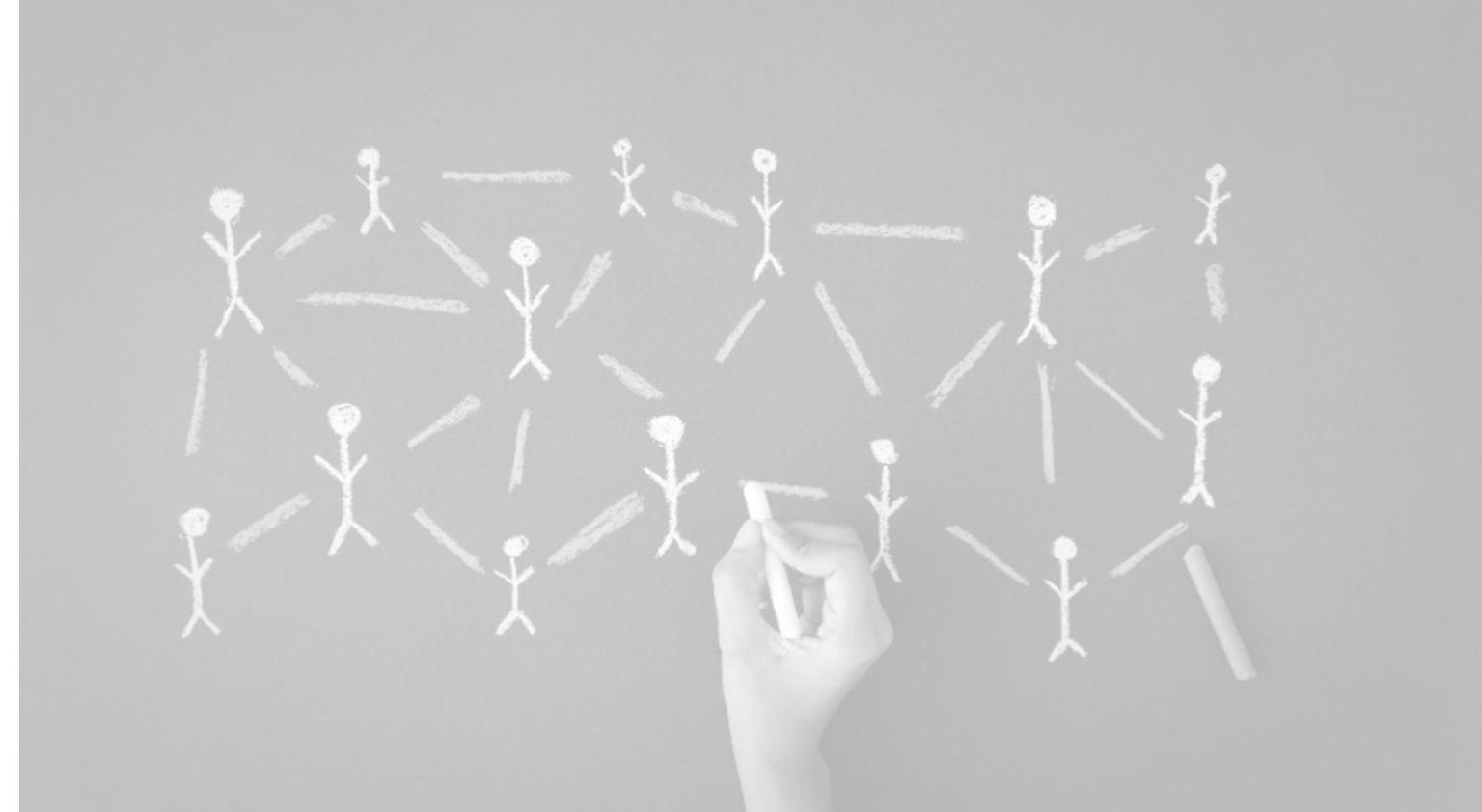
How are people engaging with learning opportunities?

Learning

How is people's knowledge changing over time?

Behaviors

How are people's behaviors changing on the job?



Equality



Equity

A one-size-fits-all approach to workplace learning rarely fits anyone.



SKILLS GAP

OPPORTUNITY GAP



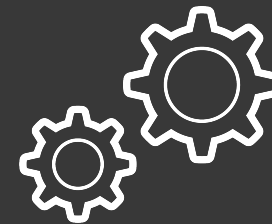
Mindset
Gap



Priority
Gap



Inclusion
Gap



Reality
Gap



Digital
Gap

If L&D hopes to close skill gaps, we must first shrink the **opportunity gap**, including access limitations caused by poorly-designed digital strategies.



CONTEXT

SPEED



CONSISTENCY



Equality



EQUITY

Equity



SCALE

CONNECTION



PERSONALIZATION

7 reasons to apply technology in workplace learning

Axonify™

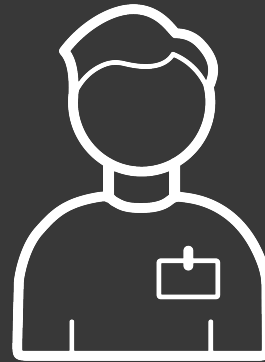
Technology should help L&D provide an **equitable workplace experience** that ensures every employee has access to the training and support they need to do their best work every day.



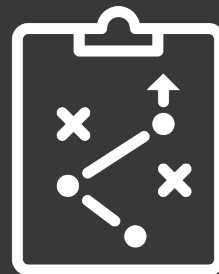
Persona



Technology



Experience



Priorities



Content



Technology is just part of fostering a right-fit workplace learning experience.
First, L&D must understand their **audience personas** and **organizational priorities**.

Then, L&D must apply an **ecosystem-based approach** to digital learning.

A single technology will rarely meet an entire organization's needs.

This is why the average enterprise uses **11 learning platforms** (according to RedThread Research).

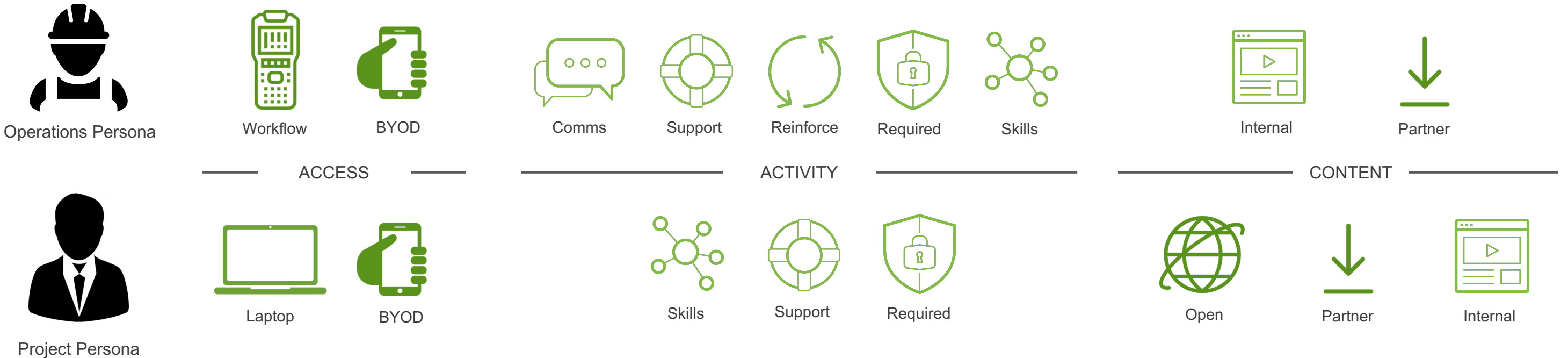


Make sure every digital tool has clear **purpose** and **value** aligned to each employee's workflow.



Persona-Based Learning Ecosystem Design

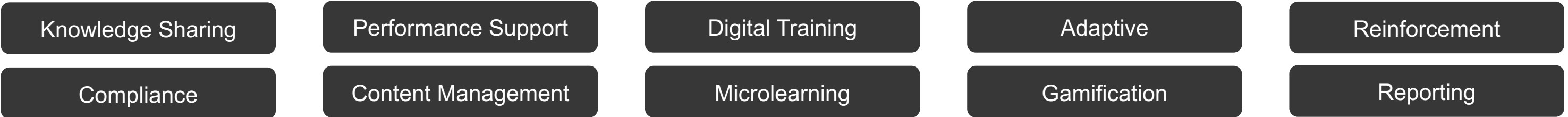
Experience Layer



Digital Layer



Capability Layer



Integrated Data Layer

RETAIL WORKER

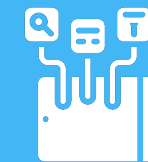


A microlearning platform acts as the front door experience to fit timely communication, training and reinforcement into the busy frontline work day.



INTRANET

All employees access a shared intranet via connected tools to access information and solve problems when they arise in the flow of work.



LXP

LXP provides on-demand access to mandatory training and self-directed skill development resources but is not used within the everyday workflow.

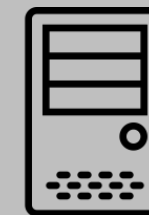
CORPORATE EMPLOYEE



WORK

Productivity tools, such as email and chat, are used everyday to collaborate and enable timely support and learning in the flow of work.

BACK END
SYSTEMS



LMS



DATA

Persona-Based Learning Technology Experience

A close-up photograph of a silver metal door handle. A black plastic keychain is attached to the handle, and a silver metal key hangs from it. The background is a soft, out-of-focus green, suggesting foliage. A dark blue rectangular box with white text is overlaid on the right side of the image.

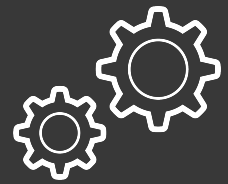
This persona-based approach to digital learning experience design has proven to yield off-the-charts engagement, such as 83% of employees completing training on average 2 – 3 times per week.

How do you measure the **value** of learning technology?

Engagement	Are people using the tool with the intended frequency?
Impact	Does the tool play an essential role in enabling workplace change?
Sentiment	Do people like using the tool as part of their workflow?
Agility	Does the tool strengthen the overall learning ecosystem?
Education	Does our work with the tool help us do our jobs better?
Innovation	Does the tool help us push our digital learning strategy forward?
Investment	How does the total cost of ownership compare to the overall value provided?

What role do **integrations** play in constructing a persona-based learning technology ecosystem?

Strategic + Technical Integration Points



IT

- Single-Sign On
- App-in-App
- SDK



HR

- User Provisioning
- Dynamic Groups
- Areas of Interest



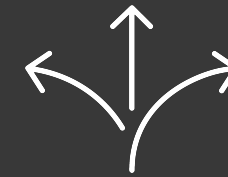
Data

- Assessment
- Observation
- Impact Analysis
- Historical Imports
- Data Warehouse
- Systems of Record
- BI Dashboards



Content

- CMS
- Content Partners
- Deep Links
- Open Source



Enablement

- LMS/LXP
- Social
- Virtual Meetings
- Communications
- Coaching
- Practice
- Skills



Recognition

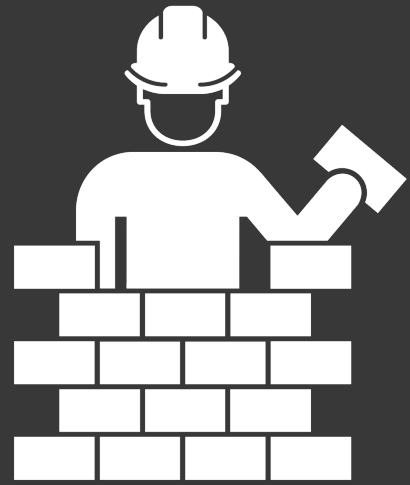
- Rewards
- Achievements
- Credentials

Strategically integrate the entire ecosystem based on purpose.

Consider **technical** integrations when they provide clear value.



Should we **buy or build** learning technology?



BUILD

VS



BUY

- ✓ Custom functionality
- ✓ Lower initial cost (maybe)
- ✗ Unproven capabilities
- ✗ Ongoing maintenance
- ✗ No external guidance
- ✗ Limited innovation

- ✓ Proven capabilities
- ✓ Limited maintenance
- ✓ Experienced guide
- ✓ Persistent innovation (you'd hope)
- ✗ Limited customization
- ✗ Higher initial cost (maybe)



Every employee needs (and deserves) a **simple, right-fit, equitable** learning and support experience.

Axonify™

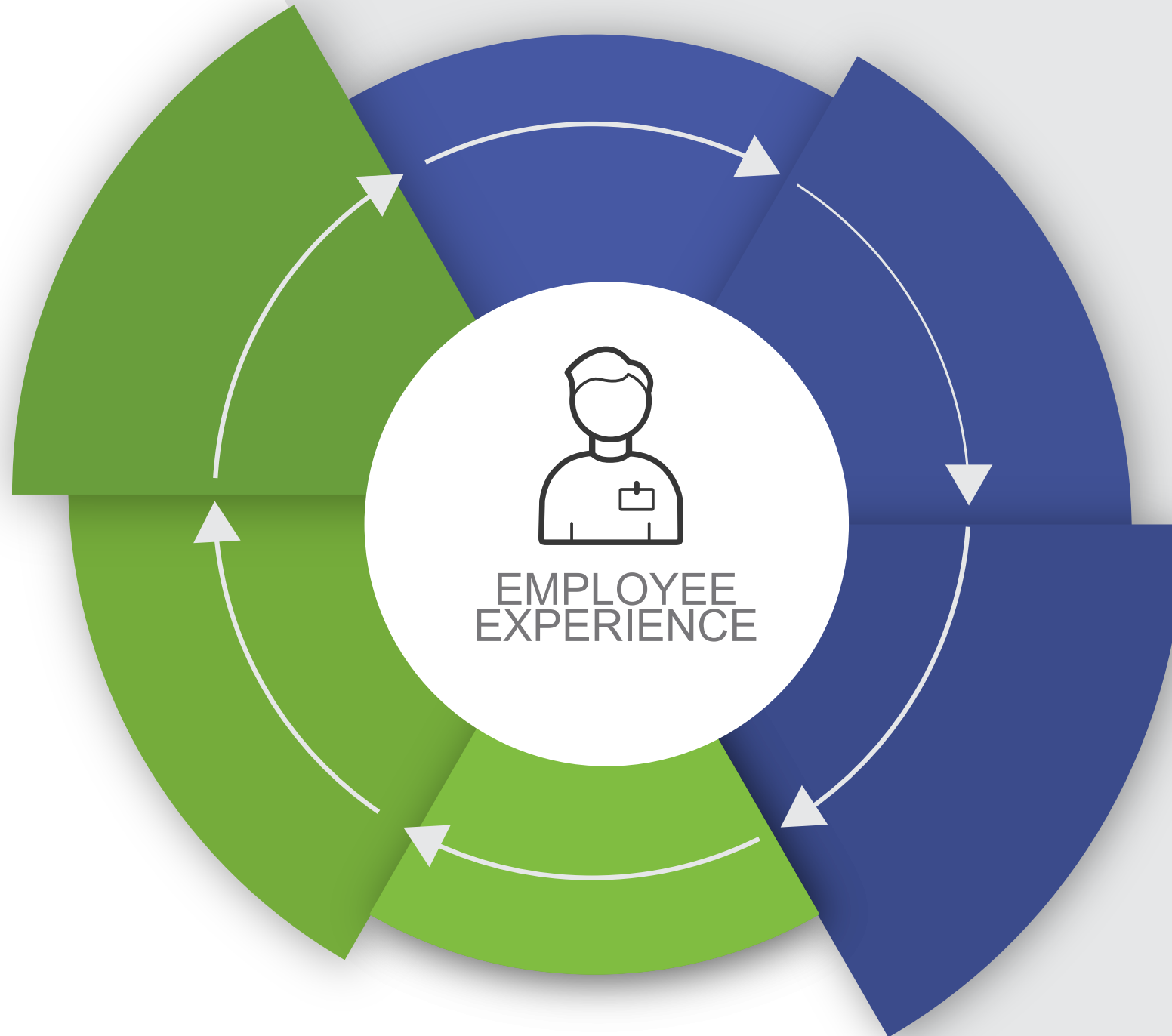


Our goal should be to make the digital working and learning experience as **simple and impactful** as using the apps on your smartphone.

PULL

Future-focused
skill development

Self-Direction
Collaboration
Curation
Upskilling
Cross-Training
Reskilling



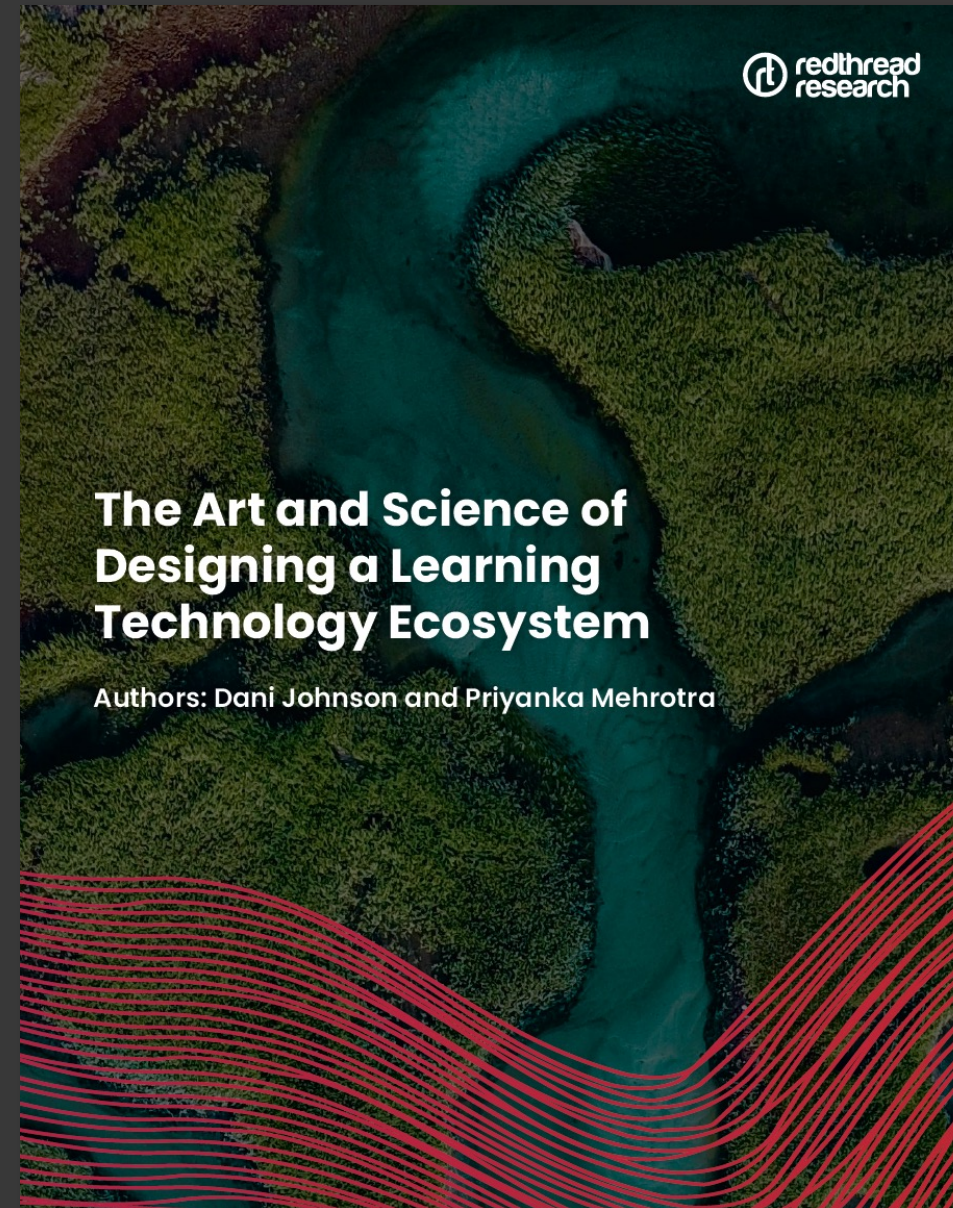
PUSH

Today's biggest
business priorities

Messaging
Job Training
Compliance
Performance Support
Reinforcement
Coaching



td.org



redthreadresearch.com

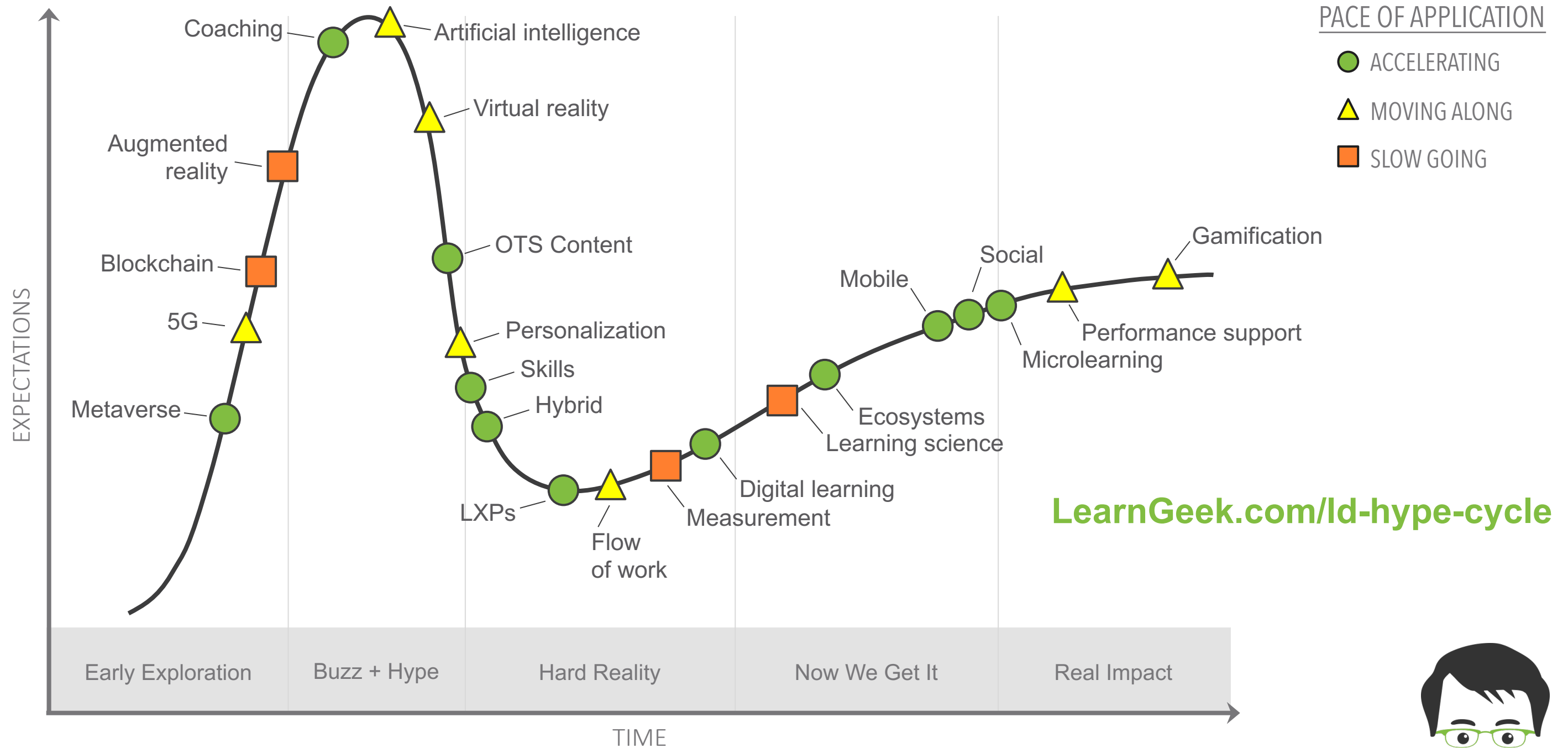


thelpi.org

Axonify™

LEARNGEEK HYPE CYCLE

Workplace Learning Practices - January 2022





JD Dillon
Chief Learning Architect
Axonify™



@JD_Dillon



axonify.com



jdillon@axonify.com



linkedin.com/in/jddillon

Be well.